

Title Page:

STRATEGIC PLAN

FOR

FORT MCHENRY NATIONAL MONUMENT AND HISTORIC SHRINE
OCTOBER 1, 2006 - SEPTEMBER 30, 2011

About This Plan

This is the Strategic Plan for Fort McHenry National Monument and Historic Shrine, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and Mission goals (the "in perpetuity" goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the five-year period covered by this plan, October 1, 2006 through September 30, 2011, federal fiscal years 2007-2011.

The content and organization of this Plan relate to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Plan are available by visiting or writing park headquarters at 2400 East Fort Avenue in Baltimore Maryland 21230. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan will also be available on our website site at www.nps.gov/fomc.

The Plan also contains a general section on Strategies on how goals will be accomplished, that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of "Key External Factors" that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that the Five Year Strategic Plan is in effect there also will be an updated Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results and the dollars and people that will do it.

Results Act and Planning Cycle:

PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- * mission statement based in law, executive order, etc.;
- * long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- * how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- * relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- * key external factors which could positively or negatively affect goal accomplishment;
- * GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- * developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- * annual goals to incrementally achieve long-term goals in Strategic Plan;
- * annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- * basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

- * what annual goals were met or exceeded;
- * what annual goals were not met;
- * why annual goals were not met; and
- * what remedial action will be taken for goals not met.

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf.

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally

welcome.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 383 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, but it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, Office of Management and Budget (OMB) and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an eight-step process, the NPS developed its first Strategic Plan in 1997. A copy of the current plan is available for review at Fort McHenry NM&HS. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS Strategic Plan and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the performance management revolution already embraced by private industry and many local, state, and national governments.

In a nutshell, performance management uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable with measurable results or outcomes, rather than a description of efforts or outputs such as activities, services, and products. The established and proven performance management approach is to establish goals, allocate resources to accomplish those goals, take action/do the work, measure results, evaluate and report performance, use evaluation to adjust goals and reallocate resources, and continue the loop. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, Isn't that what everyone is already doing? In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided, if they have measured performance at all. And, too often, managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals and have not communicated the outcomes of their work to their important constituencies; the American people,

the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and Fort McHenry NM&HS, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

Park Background Information:

About the Park

Fort McHenry National Monument and Historic Shrine was established by an Act of Congress (43 Statue 1109) on March 3, 1925. It is located in Locust Point in downtown Baltimore. Containing 43.26 acres, the park preserves the historic Star Fort, the cultural landscape, and archeological sites in perpetuity and makes this valuable part of America's heritage available to over 608,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

Since receiving initial Congressional appropriations in 1993, a 6.2 million dollar restoration project has been completed with the help of technical guidance and supervision from a professional team in the Denver Service Center (DSC). Brick masonry walls, underground structures and drainage systems have all received treatment during this project. Further work will continue in fiscal year 2005-2008 to replace shutters and architectural elements in the Star Fort.

The Visitor Center, constructed in 1964 during the Mission-66 era, no longer meets the demands of increased visitation. In 2003, a Determination of Non-Eligibility for the National Register was completed and approved. In 2004-2005, the park prepared a Development Concept Plan/Environmental Assessment for a new Education/Administration Facility along with supporting information in a Cultural Landscape Report, an Alternative Transportation Study and a Boundary Survey. In the Federal Highway Administration Transportation Reauthorization Bill Public Law 108-59 for 2005-2009, there is an earmark for Fort McHenry to receive \$11.06 million for the new Visitor/Education Center.

Mission of National Park Service at Fort McHenry National Monument and Historic Shrine

It is the mission of Fort McHenry National Monument and Historic Shrine to preserve the natural and cultural resources of the park, and to foster understanding and appreciation of the events surrounding the writing of the "The Star-Spangled Banner" and the development of the Anthem, in concert with the flag, as American symbols.

Legislative Intent

The legislative intent is rooted in and grows from the park's legislated mandate found in the Act of Congress (43 Statute 1109) dated March 3, 1925 and supplemented by the Act of August 11, 1939 (53 Statute 1405) which changed the designation from Fort McHenry National Park to Fort McHenry National Monument and Historic Shrine. This is the only such dual designation of both monument and shrine in the National Park System. The

intent preserved Fort McHenry for its historical significance and ensures its availability to current and future generations as a source of education and inspiration associated with the War of 1812 and the Star Spangled Banner.

Purpose

Therefore, the purpose of Fort McHenry is derived from the first enabling legislation which "provided for the restoration of Fort McHenry ... and its permanent preservation as a national park and a perpetual shrine as the birthplace of the immortal 'Star-Spangled Banner', written by Francis Scott Key."

Significance

The primary significance of Fort McHenry NM&HS can be summarized as the central role it played in the successful defense of Baltimore in the War of 1812 and the inspiration this defense gave to Francis Scott Key as he composed our National Anthem, "The Star-Spangled Banner."

Key External Factors Affecting Plan's Accomplishment

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Fort McHenry's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is by no means an exhaustive list but simply a description of those factors that are most likely to influence outcomes as viewed at the time this plan was written.

Partnerships

The park Friend's group (The Friends of Fort McHenry-Living Classrooms Foundation) assist the park with events and educational outreach and is working with park management to support a new Education/Administration center. Together, the Friends and the park have focused recent efforts on making park resources available to Baltimore City school kids.

The park joined the Chesapeake Bay Gateways Network Program as a Gateways Site in the spring of 2001. In FY2007, the network will help support Fort McHenry's partnerships with the National Aquarium of Baltimore to preserve adjacent wetlands at the park. The partnership with the Aquarium is a vital mechanism for the park's natural resource program.

A water shuttle service, under contract with the city of Baltimore, provides a unique opportunity to view the park from the water and continues to favorably impact park visitation by lessening reliance on automobile travel to the park. The contract for this operation was awarded in 2005 to the Ed Kane Water Taxi company and the park will continue to seek to ensure quality service to the park and reduce reliance on automobile traffic to the park. The city pier that extends from the park underwent renovation and was made ADA accessible.

The National Flag Day Foundation holds highly patriotic events related to park themes on Flag Day, June 14, and during a May "Living American Flag" event. The city of Baltimore donates event stages and police and fire

department support during special events, helped the park improve wayfinding signage throughout the city, and help with school and educational visit goals.

The park also supports mutually beneficial partnerships with the Baltimore City Heritage Area, the Greater Baltimore History Alliance, the US Coast Guard, State of Maryland and City of Baltimore.

Adjacent Lands

Assistance to Sister Site

Fort McHenry provides an array of assistance to its sister site, Hampton National Historic Site. A portion of Fort McHenry operating funds and FTE are spent in support of completion of Hampton's Mission goals. The Superintendent who provides management oversight of both sites, is funded from Fort McHenry. Administrative and maintenance functions for Hampton are completed with staff and funding from Fort McHenry.

Consultation in Plan Preparation

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of Fort McHenry's local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

The park consulted directly and indirectly with a variety of individuals and organizations in developing our original plan and this revision and they are shown below. All comments were carefully considered. Comments received during the consultation process encouraged us to place greater emphasis on the preservation of our cultural resources and to develop more interpretive programs. We did increase our performance targets on Goals 1a5 and 1a8 to reflect this concern. The National Park Service also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the National Park Service plan.

In the development of Fort McHenry's Strategic Plan, the basic principles of GPRA and the parks GPRA goals were discussed with the Patriots of Fort McHenry and Living Classrooms Foundation (friends groups) and the Locust Point Civic Association (adjacent community).

Strategic Plan Preparers

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Gay Vietzke General Superintendent
Vincent Vaise Chief of Visitor Services
Gregory McGuire Chief of Area Services
Lois Schwartz Chief of Administration (GPRA Coordinator)
Paul Bitzel Horticulturist
Anna von Lunz Cultural Resource Manager

The e-mail addresses for the coordinators who worked on this plan are: gay_vietzke@nps.gov; vince_vaise@nps.gov; greg_mcguire@nps.gov; lois_schwartz@nps.gov; paul_bitzel@nps.gov and anna_von_lunz@nps.gov.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ia5

Park/ Program Goal ID Number: Ia5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Resource Condition: number of Historic structures in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 32 (88% of 36) of (name of unit) historic structures are in good condition.

Target
Year:

2011

Performance Indicator
(what is measured):

Unit Measure:

Condition (Desired):

Total # Units in
Baseline:

Status in Base
Year (# Meeting
Condition):

Condition

Each structure

Good

36

30

5-Year Results Plan:

In FY2004, the park worked with the regional LCS coordinator and determined that there are a total of 36 structures eligible for the List of Classified Structures. This is the NPS official national inventory and database of significant historic structures. 2004 is the baseline year for this goal. Twenty-nine of those structures were deemed to be in good condition, i.e. requiring only routine and cyclic maintenance, but no repair or rehabilitation. Annually, work will include all routine maintenance to preserve the 36 structures in their existing condition. Additional work will be performed annually to targeted historic structures restoring them to good condition as funding permits. Measuring goal achievement will be by on-the-ground inspection by the park management team including the park superintendent, chief of area services, and cultural resources specialist. The facility management staff will complete annual condition assessments and develop cost estimates for required work. Staff will report structure condition as good, fair, or poor, based on criteria established in the List of Classified Structures which reads as follows:

Good: The structure and significant features are intact, structurally sound, and performing the intended purpose. The structure and significant features need no repair or rehabilitation, but only routine or preventive maintenance.

Fair: The structure is in fair condition if either of the following condition is present:

- a) There are early signs of wear, failure, or deterioration though the structure and its features are generally structurally sound and performing their intended purpose; OR
- b) There is failure of a significant feature of the structure.

Poor: The structure is in poor condition if any of the following conditions is present:

- a) The significant features are no longer performing their intended purpose; OR

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Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

- b) Significant features are missing; OR
- c) Deterioration or damage affects more than 25% of the structure; OR
- d) The structure or significant features show signs of imminent failure or break-down.

Unknown: Not enough information is available to make an evaluation.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: la6

Park/ Program Goal ID Number: la6

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Resource Condition: number of preservation and protection standards met for park museum collections

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 162 (96% of 168) applicable preservation and protection standards for [name of unit]'s museum collections are met.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Applicable standards

Each standard

Standards meet

168

162

5-Year Results Plan:

In FY 2004, the park has a total of 180 applicable collection standards to measure on the NPS Checklist for Preservation and Protection of Museum Collections. This checklist is the official NPS measure of the environmental, security, and fire protection conditions needed to preserve and protect museum objects. As of the end of 2004, the baseline year for this goal, the park met 171 of the 180 standards which is equivalent to 95%.

Annually, work will include all routine housekeeping, maintenance, cataloging, and inventory control to continue to meet applicable standards. Work will be performed annually to meet the standards of the checklist. Measuring goal achievement will be through the completion of an annual evaluation of goals meeting the standards established on the NPS Checklist for Preservation and Protection of Museum Collections by the park management team including the Park Superintendent, Chief of Area Services, Chief of Visitor Services, and Cultural Resource Manager.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: la7

Park/ Program Goal ID Number: la7

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Resource Condition: number of the cultural landscapes in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 1 (100% of 1) of Fort McHenry's cultural landscapes are in good condition.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

*Total # Units in
Baseline:*

1

*Status in Base
Year (# Meeting
Condition):*

1

5-Year Results Plan:

Five Year Plan of Work and Results

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: la8

Park/ Program Goal ID Number: la8

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Resource Condition: number of archeological sites in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 4 (100% of 4) of Fort McHenry's archeological sites are in good condition.

Target
Year:

2011

Performance Indicator
(what is measured):

Unit Measure:

Condition (Desired):

Total # Units in
Baseline:

Status in Base
Year (# Meeting
Condition):

Condition

Each archeological site

Good

0

0

5-Year Results Plan:

In FY06-FY08, known archeological sites and subsites are routinely monitored and protected from loss (insofar as there are observable, above-grade architectural or landscape-architectural site components), and ground disturbance at the locations of below-grade site/subsite components are avoided, while the park awaits funding for archeological investigations of less-well documented sites, to more-accurately establish a condition baseline.

As corrected in FY2005, ASMIS reflects the fact that it may be assumed, for management purposes, that all surviving below-grade components are in good condition, within relatively stable physical environments. In the absence of identified threats, they are effectively protected from loss. All known archeological resources are managed consistent with their significance and with Sect. 106 compliance requirements, while the park awaits funding for additional investigations.

Annually, the park consistently manages archeological resources with the objective of maintaining their existing condition through the completion of basic preservation work, repairs from storm damage, and resource protection patrols. A numerical goal for preservation of archeological resources has been established with the completion of the professional assessment, determining scope and condition of these resources. Annually these resources will be evaluated and reported by the park management team through the ASMIS program.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Percent of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 85% of visitors to [name of unit] are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor satisfaction

percent

Satisfied

95

5-Year Results Plan:

For the past several years over 608,000 people have visited the fort annually. This park goal seeks to ensure visitor satisfaction with the facilities and services available to them. The mission of Fort McHenry focuses on the history and the cultural resources of the site as a battleground and moment of Francis Scott Key's inspiration as he wrote, "The Star-Spangled Banner." Located within the urban environment of Baltimore, the 43 acres of fort grounds are also used by visitors for recreational purposes. Based on the park's mission only limited, non-intrusive recreational activities are permitted. These include walking, jogging and bicycling on the perimeter seawall trail. Organized sporting activities, golf, soccer, etc., are not permitted. Because the park is commemorated as a monument and a shrine, it is not managed for visitor satisfaction with recreational opportunities.

This goal measures visitor satisfaction with facilities including the visitor center, exhibits, restrooms, walkways, and roads through an annual visitor survey. It measures visitor satisfaction with services such as assistance from park employees, park brochure, ranger programs, and commercial service. It also includes opportunities such as sightseeing and learning about history and culture. A visitor is "satisfied" if the response to the question is either "very good" or "good". Measuring goal achievement will again be through the completion of the annual visitor survey. The baseline average for the years 2000-2004 is 97%. The park goal, which meets the NPS national standard, will be 95%.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila1B

Park/ Program Goal ID Number: Ila1B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Percent of park visitors satisfied with commercial services in the parks.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 60% of park visitors are satisfied with commercial in the park (as measured by VCS card).

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor satisfaction

percent

Satisfied

46

5-Year Results Plan:

This goal measures visitor satisfaction with the service, rates, and facilities provided by concessioners operating pursuant to their concession contract. This is measured through comments about concessions as reported in the annual visitor use survey. The park works closely with the concessioner, Evelyn Hill, Inc., to ensure a wide variety of items and a focus on park themes and messaging. Fort McHenry has a very small gift shop space, in the 1960's era Visitor Center, and provides limited food service through vending machines. It is considered deficient for the amount and nature of park visitation, however in general provides a good range of items to purchase. A need for enhanced space has been addressed in planning for a new Visitor Center.

In FY03, the visitor use survey reported 61% satisfaction with park concession services. In FY04, 46% was reported. The park will continue to work with the concessioner to improve products and services within the space available.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IIa2A

Park/ Program Goal ID Number: IIa2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: The number of visitor accident/incidents

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, the annual number of visitor accidents/incidents at Fort McHenry is 1.

Target
Year:

2011

Performance Indicator
(what is measured):

Unit Measure:

Condition (Desired):

Total # Units in
Baseline:

Status in Base
Year (# Meeting
Condition):

Accidents/incidents

Each accident/incident

Reduced

1

5-Year Results Plan:

By the end of FY05, maintain the visitor safety incident to one incident. Fort McHenry has over 610,000 visitors annually who come to the park. On average, between the years of 2000-2003, 1 visitor had a serious accident each year. A serious accident is defined as an accidental event that results in serious injury or illness requiring medical treatment; a death, or involves direct use of, or interaction with, park facilities, roads, waters or resources. Serious injuries and deaths resulting from operating a motor vehicle or vessel under the influence of alcohol or drugs are also reported. The Fort McHenry goal is to maintain the visitor safety incidents at one per year. This will be accomplished by working to maintain safe facilities, dispensing safety information through printed and verbal means to visitors, and contacts with visitors involved in unsafe activities. Analysis of case incident report files will identify the primary sources of accidents and where the greatest improvements can be made. Measurement of this goal will be through applying the visitor safety incident reports of total annual accidents.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: Ila2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: number of visitor fatalities

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, the annual number of visitor fatalities at Fort McHenry will remain at zero.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Park safety officer will work with division chiefs, superintendent, and field supervisors to evaluate workplace safety in regard to visitors. Inspect construction sites and re-evaluate safety messages through signage and visitor orientation at the visitor center.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IIb1

Park/ Program Goal ID Number: IIb1

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Percent of visitors that understand and appreciate the significance of the park they are visiting

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, 70% of Fort McHenry visitors understand the significance of the park

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor understanding

percent

Understand

73

5-Year Results Plan:

Measurement of this goal will not be applied to recreational visitors to the fort grounds, as is not part of the legislated mission of the park. Guidance for this goal indicates that appropriate recreational activities are consistent with a park's purpose and management as long as those activities are not harmful to resources or park visitors. The purpose of this goal is to ensure that visitors leave the park with more than satisfaction with facilities and services, and they have an opportunity to learn why Fort McHenry is important. Visitor understanding is defined as "to grasp meaning." Measurement of this goal is through survey of visitors and measures their ability to identify elements of park significance around its role in the War of 1812, inspiration for Francis Scott Key's "The Star-Spangled Banner," and the fort's continuous role in American military history. Annually, an increased emphasis on these elements will be incorporated into ranger interpretive programs presented to the public to increase understanding of the park's significance. Measuring goal achievement will be through the completion of an annual visitor survey. In July of 2004, 80 % of visitors reported an understanding of the park's significance. The baseline, average for the period 1998-2003, is 73%. The FY05 goal for this element was that 65% of visitors are able to describe the specific elements of the park significance listed above. An increased emphasis on these elements will be incorporated into ranger interpretive programs presented to the public to increase understanding of the park's significance. Several important initiatives, including the proposed Star-Spangled Banner Trail and 2012-2014 Anniversary of the War of 1812 will enhance opportunities to tell the park story during this period. Measuring goal achievement will be through the completion of an annual visitor survey.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: IVa6A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Employees: Number of employee accidents (DART)

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, the number of Fort McHenry employee lost-time injuries is maintained at or below the previous 5-year annual average number of 1.

Target
Year:

2011

Performance Indicator
(what is measured):

Unit Measure:

Condition (Desired):

Total # Units in
Baseline:

Status in Base
Year (# Meeting
Condition):

Injuries or fatalities

Each injury or fatality

Reduced

1

5-Year Results Plan:

By the end of the 2008 fiscal year, reduce the Fort McHenry five-year (2000-2005) average of 1.2 employee lost time injuries to 1. The FY04 total was 1.

This goal directs a park focus on employee safety and measures the number of employee accidents that occur due to work-related injuries and illnesses that take them off the job for more than one day (the lost-time injury rate). The National Park Service has the worst safety record in the Department of Interior and one of the worst safety records in the Federal Government. Fort McHenry will focus to ensure that employees think safety and work in a safe environment. The Fort McHenry baseline of lost-time accidents is 1.2 (an average of accidents from 1999-2004).

The Fort McHenry goal is to reduce the lost-time accidents to an average of one annually. This will be accomplished by an active safety program that supports a collateral duty safety officer working to maintain safe facilities and equipment, employee training, and all staff taking the responsibility to advise coworkers of unsafe work practices. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating the annual lost-time accidents. Results of this goal will reduce the employee lost-time injuries.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: IVa6B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Employees: Number of servicewide Continuation of Pay (COP) hours

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, the number of Fort McHenry hours of Continuation of Pay is at or below 5.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

5

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Continuation-of-Pay (COP) hours are the result of employees missing work due to on- the-job injuries or illnesses and are coded as COP on the timekeeping records. Data pertaining to the COP hours are provided to the park by the Risk Management Program. Over the course of the upcoming five-year period, the number of COP hours will be at or below 5 COP hours.

This goal will be accomplished through an active safety program. There will also be the development of alternative work plans (light duty) for employees who are able to work in some limited capacity while injured. Measurement of goal achievement will be through an annual report produced by the park administrative officer for the superintendent indicating the Continuation-of-Pay hours for new workers, compensation cases for the year. This information is compiled and reported to the National Park Service Risk Management Program.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: IVb1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Partners: NPS has X community partnerships designed to enhance the NPS's ability to manage resources

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, Fort McHenry has 7 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Park Partnerships

Each partnership

Established

6

5-Year Results Plan:

By September 30, 2008 the park will have agreements in place with partners for the construction of the park's Education and Administrative Building. This building will centralize park operations and allow partnerships to expand their operations. Additional park partnerships will expand the park's involvement and cooperation with the local community.

The park has the following partnership agreements:

Chesapeake Gateways Network,

U.S. Coast Guard Rankin,

Pride of Baltimore,

Living Classrooms-Patriots of Fort McHenry,

National Aquarium in Baltimore,

State of Maryland Archeological Laboratory at Jefferson Patterson Park

Baltimore City Police Department

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: IVb2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Number of visitors served by facilitated programs

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, Fort McHenry's attendance at facilitated programs will increase to 65,000 (from 54,000 in 2006).

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Facilitated programs

Unit Measure:

Each visitor

Condition (Desired):

attended

*Total # Units in
Baseline:*

52000

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

This goal measures attendance in interpretive programs. Themes for these programs are targeted from the park's Comprehensive Interpretive Plan and programs are developed with the attempt to offer something for a variety of user groups. Attendance can fluctuate wildly based on unpredictable trends and staffing issues but park goals will be to offer a variety of programs for all audiences, particularly underserved audiences, and encourage attendance at these programs. Currently, volunteers fill a vital role in providing interpretive programs and interpretive training to NPS standards will continue to ensure quality programs in both paid and nonpaid staff.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: FOMC- FORT MCHENRY NM & HIST SHRINE

Park/ Program Org Code: 4340

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: OVERHEAD

Park/ Program Goal ID Number: OVERHEAD

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Overhead

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

Longterm goal text not available. Enter the text on the
Annual Work Plan Results tab for the final year of the
Strategic Plan.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Strategic Plan Report, FY 2007-2011
